

Promulgation

The City of Newark, New Jersey has prepared this Emergency Operations Plan which sets forth the general policies and procedures for City of Newark departments and supporting agencies and organizations to protect and ensure public safety, reduce damage to property, and avoid and limit economic disruption before, during, and after an emergency.

This plan complies with existing federal, state, and local statutes and is consistent with the capabilities and resources of the various agencies and organizations involved. All individuals, agencies, and organizations assuming responsibility under this plan have developed and shall continue to improve upon detailed procedures necessary to carry out their respective responsibilities, describing how response and recovery functions shall be accomplished. In addition, this plan shall be revised and updated, and related training and exercise programs undertaken, as indicated herein.

By virtue of the authority vested in me as the Mayor of the City of Newark, I hereby declare that the City of Newark, New Jersey Emergency Operations Plan is the official document governing these activities for all concerned.

Approval: Ras J Baraka , Mayor

Signature: _____ Date: _____

(The original signed document is on file at the City of Newark Office of Emergency Management and Homeland Security.)

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Approval and Implementation

The City of Newark, New Jersey Emergency Operations Plan is an all-hazards plan that establishes a comprehensive framework for management of emergency events within the City of Newark. This plan supersedes all previous plans and may not be reproduced without prior authorization from the City of Newark Office of Emergency Management and Homeland Security.

This plan assigns roles and delegates responsibilities to the City of Newark departments and other agencies and organizations that shall provide support. Agreement to this plan represents a major commitment by the leadership of these agencies and organizations to:

- Support the City of Newark Emergency Operations Plan concept of operations and carry out the roles and responsibilities assigned in the plan to ensure the orderly, timely delivery of assistance
- Cooperate with the Director of the City of Newark Office of Emergency Management and Homeland Security to provide effective oversight of emergency operations
- Make maximum use of existing authorities, organizations, resources, systems, and programs to reduce emergency relief costs
- Form partnerships with counterparts in municipal, county, and state emergency management offices, voluntary emergency relief organizations, and the private sector to take advantage of all existing resources
- Continue to develop and refine planning, exercise, and training activities specific to assigned roles and responsibilities and consistent with plan development and maintenance procedures identified herein to maintain necessary operational capabilities

We, the undersigned Mayor and the Director of the City of Newark Office of Emergency Management and Homeland Security, understand, agree and do approve the City of Newark Emergency Operations Plan on this date.

Approval: Ras J. Baraka, Mayor

Signature: _____ Date: _____

Approval: Dorian Herrell, Coordinator, Office of Emergency Management and Homeland Security
Division

Signature: _____ Date: _____

In addition, we the undersigned representatives of our respective departments, agencies, and organizations understand, agree with, and acknowledge the roles and responsibilities assigned in this plan and commit the necessary resources to implement the identified emergency operations:

ESF #1: Transportation

Acknowledged: Phil Scott, Director, Department of Engineering

Signature: _____ Date: _____

ESF #2: Communications

Acknowledged: Jack Kelly, Business Administrator

Signature: _____ Date: _____

ESF #3: Public Works & Engineering

Acknowledged: Phil Scott, Director, Department of Engineering

Signature: _____ Date: _____

ESF #4: Firefighting

Acknowledged: Rufus Jackson, Acting Chief, Newark Fire Division, Department of Public Safety

Signature: _____ Date: _____

ESF #5: Emergency Management

Acknowledged: Dorian Herrell, Coordinator, Office of Emergency Management and Homeland Security, Department of Public Safety

Signature: _____ Date: _____

ESF #6: Mass Care

Acknowledged: Deborah Edwards, Chief o/Staff, Department of Health & Community Wellness

Signature: _____ Date: _____

ESF #7: Resource Management

Acknowledged: Jack Kelly, Business Administrator

Signature: _____ Date: _____

ESF #8: Public Health & Medical Services

Acknowledged: Deborah Edwards, Chief o/Staff, Department of Health & Community Wellness

Signature: _____ Date: _____

ESF #9: Urban Search & Rescue

Acknowledged: Rufus Jackson, Acting Chief, Newark Fire Division, Department of Public Safety

Signature: _____ Date: _____

ESF #10: Hazardous Materials

Acknowledged: Rufus Jackson, Acting Chief, Newark Fire Division, Department of Public Safety

Signature: _____ Date: _____

ESF #11: Agriculture and Natural Resources

Acknowledged: Talib Aquil, Director, City of Newark Department of Public Works

Signature: _____ Date: _____

ESF #12: Energy

Acknowledged: Phil Scott, Director, Department of Engineering

Signature: _____ Date: _____

ESF #13: Public Safety

Acknowledged: Anthony F. Ambrose, Director, Department of Public Safety

Signature: _____ Date: _____

ESF #14: Long-term Community Recovery

Acknowledged: Baye Adofo-Wilson, Deputy Mayor/Director, Department of Economic and Housing Development

Signature: _____ Date: _____

ESF #15: External Communications

Acknowledged: Marjorie Fields Harris, Press Secretary, Newark Press Information Office, City of Newark Press Information Office

Signature: _____ Date: _____

(The original signed document is on file at the City of Newark Office of Emergency Management and Homeland Security.)

Record of Changes

Changes listed below have been made to the City of Newark, New Jersey Emergency Operations Plan since its promulgation.

#	Date	Section	Summary of Change	By (Name/Title/Organization)

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I. Introduction

A. Purpose

The City of Newark, New Jersey Emergency Operations Plan (EOP) provides a consistent approach to undertake effective operations before, during, and after an emergency to:

- Protect and ensure public and life safety
- Reduce damage to property and infrastructure
- Limit economic disruption

The EOP identifies actions to prevent, mitigate, prepare for, respond to, and recover from the effects of an emergency within the City of Newark, New Jersey, and methods to coordinate critical operations by municipal, county, regional, state, and federal agencies; the private sector; and non-governmental organizations.

The organization of the EOP aligns with the structure and content of the Federal Emergency Management Agency (FEMA) *Comprehensive Preparedness Guide 101 (version 2.0)*, the *State of New Jersey Emergency Operations Plan*, the *National Response Framework*, and the *National Disaster Recovery Framework*. The EOP consists of a Base Plan and attachments. The Base Plan contains information that is potentially common to all emergency operations. The attachments include appendices that contain detailed and perishable information that needs to be periodically maintained and updated. The attachments to the Base Plan also include 15 Emergency Support Function (ESF) annexes describing specific actions to be taken by the ESF Coordinators and primary and support agencies for each of the following functional areas:

- ESF #1 Transportation
- ESF #2 Communications
- ESF #3 Public Works and Engineering
- ESF #4 Firefighting
- ESF #5 Emergency Management
- ESF #6 Mass Care
- ESF #7 Resource Support
- ESF #8 Public Health and Medical Services
- ESF #9 Urban Search and Rescue
- ESF #10 Hazardous Materials
- ESF #11 Agriculture and Natural Resources
- ESF #12 Energy
- ESF #13 Public Safety and Security
- ESF #14 Long-Term Community Recovery
- ESF #15 External Communications

The attachments to the Base Plan also include support annexes which describe the framework through which the City of Newark's departments and agencies execute common emergency management strategies that apply to nearly every type of emergency; and hazard-specific annexes describing unusual or unique emergency management strategies, procedures, roles, and responsibilities for each hazard through prevention, preparedness, response, and mitigation functions. In addition, a number of other plans prepared by or for the City of Newark are referenced throughout the EOP.

B. Scope

The EOP is intended to address the needs of the City of Newark for emergencies of varying scale and intensity ranging from discrete emergencies such as a localized hazardous material spill to a catastrophic emergency like a tropical storm or hurricane impacting the City of Newark, Essex County, the New Jersey Urban Area Security Initiative region (NJUASI), and the New York City metropolitan area.

The City of Newark is approximately 23 square miles located at latitude 40 44'14"N, and longitude 74 10'55"W in the eastern part of Essex County. The city is very irregular in shape with a maximum north-south distance of approximately 7.5 miles and a maximum east-west distance of approximately eight miles. The city is a major urban concentration in New Jersey, incorporating high-density residential, commercial, industrial, and transportation uses within its boundaries. The City of Newark is bordered to the east by two navigable water bodies, the Passaic River and Newark Bay. In addition, Weequahic Lake and Branch Brook Lake are located in the city.

The city adjoins the following municipalities:

- Elizabeth (Union County)
- Hillside (Union County)
- Irvington (Essex County)
- South Orange (Essex County)
- Orange (Essex County)
- East Orange (Essex County)
- Bloomfield (Essex County)
- Belleville (Essex County)
- Kearny (Hudson County)
- East Newark (Hudson County)
- Jersey City (Hudson County)
- Bayonne (Hudson County)
- Harrison (Hudson County)

The City of Newark elevation ranges from sea level to 273 feet above sea level. The City of Newark is also part of the NJUASI which includes seven counties and two core cities (Bergen County, Essex County, Hudson County, Middlesex County, Morris County, Passaic County, Union County, City of Jersey City, and City of Newark). The entire NJUASI region is also part of the area covered by the New York-New Jersey-Connecticut-Pennsylvania Regional Catastrophic Planning Grant Program.

The EOP is an all hazards approach to emergency management and covers natural and human-caused emergencies. Key elements of the EOP include:

- Maintaining situational awareness to monitor potential or actual development of an emergency
- Establishing ESFs as the framework for communication, information sharing, and logistics management, and as a way to improve mechanisms for coordinated decision-making in the City of Newark to facilitate efficient direction and control of available resources when emergencies escalate and require extensive and coordinated response
- Leveraging public and private sector capabilities throughout the City of Newark and the NJUASI region to increase the effectiveness of jurisdictional response and recovery activities

The EOP fully incorporates the policies, protocols, and procedures of the National Incident Management System/Incident Command System (NIMS/ICS) to provide a systematic, proactive approach that guides agencies and organizations at all levels of government and the private sector to work seamlessly to prevent, mitigate, prepare for, respond to, and recover from the effects of emergencies, regardless of cause, size, location, or complexity.

C. Situation

1. Hazard Assessment

Per Appendix BPA-1 Hazard Assessment, the City of Newark may be impacted by as many as thirty different hazards from the following categories:

- Natural Hazards
- Technological Hazards
- Intentional Acts (Human Caused)
- Utility
- Biological Hazards

BPA-1 identifies the following hazards as “high risk” for the City of Newark

- Floods
- Earthquakes
- Hurricanes/Tropical Storms
- Nor’easters
- Winter Storms
- Dam Failure
- Explosive Attack
- Utility Disruption

Each of these hazards has the potential to lead to different levels of impacts to individuals, property and infrastructure, as well as varying levels of advanced warning - resulting in a wide range of relative risks and consequences for the residents and property owners of the City of Newark. These consequences in turn have distinct implications for related operations before, during or after an emergency.

BPA-1 provides additional information on hazard impacts and consequences for high relative risk hazards, as well as an analysis of ESF involvement. For example, if high winds cause a tree limb to fall on electric distribution lines, the lines may be broken and electric service disrupted. The consequences of this impact for emergency management may require the City of Newark to mobilize:

- Public works and engineering resources (ESF #3) to reopen blocked transportation routes due to tree limb debris and the downed electric line
- Mass care (ESF #6) support to provide shelters due to loss of power for constituents and the related problems with lack of home heating or cooling, potable water, and perishable food stock
- Emergency medical services (ESF #8) to treat severe injuries and casualties from the fallen limb and/or downed electric line

- Mobilization of generators for back-up energy due to loss of power for critical infrastructure, key resources, and essential government offices (ESF #12)
- Long-term community recovery (ESF #14) resources to address loss of revenue for businesses without power for extended periods of time

See Appendix BPA-1: Hazard Assessment for the full analysis of the hazards facing the City of Newark and consequences for emergency operations. In addition, see individual ESFs for information on relevant hazards regarding relative risk, hazard consequences and the anticipated level of involvement by the ESF during an emergency.

2. Population Demographics

The City of Newark has a resident population of 277,140 based on the 2010 US Census. There is a distinct increase in population due to transient workers in the downtown areas that peak during rush hours of 7:00 to 9:00 am and 5:00 to 7:00 pm on weekdays with an estimated increase in population to approximately 1,000,000.

Demographic characteristics of the population can affect vulnerability. The following list identifies some of these factors based on the 2010 US Census. However, it should be noted that further analysis is needed to identify additional consideration related to the resilience of these populations – such as the availability of targeted social services and social capital through community networks.

- 33.8% of the population identify themselves as Hispanic/Latino, regardless of race, and 23.6% speak English less than “very well”. Cultural and language considerations raise additional challenges for emergency response, and can also play a role in increasing vulnerability.
- 26.1% of the population is below the poverty line. Individuals living below the poverty line often lack access to day to day necessities, and cannot engage in many preparedness actions.
- 77.9% of households are renter occupied. Renters are not able to engage in property protection measures to the extent that home-owners are, and are at risk of losing their access to housing following an emergency.
- 5.3% of households consist of a female 65 years or older living alone, and 2.8% consist of a male 65 years or older living alone. Elderly residents who live alone are at greater risk from hazards such as extreme heat and cold.
- 16.6% of households consist of a single female with children, and 3.5% consist of a single male with children.
- 8% of the population is under 5 years old. The majority of children under the age of 5 can be expected to be in a child care setting during the work day.
- 21.7% of the population is between 5 and 19 years old. The vast majority of these children can be expected to be in a school setting during the day.
- 11.9% of the population are classified by the census as having a disability. This includes difficulty hearing, vision impairment, cognitive difficulties, ambulatory difficulties and self-care difficulties.

The City of Newark has large institutional population consisting of school children, nursing and convalescent home residents, hospital patients, group home residents, etc., which will require special consideration in the event that public protective response actions, such as evacuation, are recommended for the general public.

There is a large non-English speaking population residing in the city. A sizable Portuguese- and Spanish-speaking population resides in the East Ward (Ironbound Section) and North Ward.

The city has approximately 3,300 various types of business establishments. The City of Newark is home to the New Jersey Performing Arts Center or “NJPAC” and Riverfront Stadium, as well as the new Prudential Arena.

The City of Newark's industries are extremely diversified and include manufacturing facilities for chemicals, paint, electronics, plastics, and dyestuffs, as well as breweries, steel processing facilities, and gasoline and fuel storage.

There are several large commercial bakeries and food storage warehouses throughout the city.

3. Transportation

The City of Newark is served by and traversed by a network of highways, roads, and streets including:

a. Primary transportation routes:

- US #1 and 9 traverses the southeastern section of the city.
- Garden State Parkway traverses the western section of the city.
- New Jersey Turnpike traverses the eastern section of the city and interconnects with US 1.
- Route 280 traverses east and west with central city outlets.

b. Secondary transportation routes:

- Routes 78 (east-west) and 22 (east-west) cross between the airport to the south and the center of the city to the north.
- Route 21 (north-south) (McCarter Highway) runs through the center of the city (business district) from the airport in the south to Passaic County in the north.
- Route 24 (east-west) runs from Newark Airport (east) to Morris County (west).

The Newark International Airport, one of the country's leading commercial airports, is located in both the City of Newark and the City of Elizabeth.

The Port Authority of New York and New Jersey operates the New Jersey Marine Terminal, a major port facility.

Railroads traversing and serving the City of Newark include CSX Transportation and Norfolk and Southern, which together own Conrail, AMTRAK, PATH, and Newark Jersey Transit, which includes the Light Rail/City subway system.

Additional details regarding the transportation systems and related operations to address potential consequences of identified hazards are included in ESF #1: Transportation.

4. Critical Facilities

In addition to information contained in Appendix BPA-1 regarding the location and risk associated with critical facilities in the City of Newark, a map and listing of critical facilities identified by the New Jersey Office of Homeland Security Critical Infrastructure Protection Program and assessment of the vulnerability of these facilities is available through the City of Newark Office of Emergency Management and Homeland Security (CNOEM). Other municipal facilities that are relevant to emergency management are also included.

Additional details regarding critical facilities and related operations to address potential consequences of identified hazards are included in ESFs where appropriate.

5. Critical Resources from Other Jurisdictions and Sources

The City of Newark relies on two specific organizations for specific resources:

- The American Red Cross (ARC) provides trained volunteers to assist with all aspects of congregate shelter operations
- The Salvation Army (SA) provides volunteers and food for mass feeding related to congregate shelter operations

In addition, the City of Newark relies on a network of non-profit organizations that operate homeless shelters as part of the emergency congregate shelter operations.

6. Capabilities, Mutual Aid, and Assistance

The City of Newark maintains capabilities and resources to prevent or limit the loss of life and damage to property in the event of an emergency. Response in the City of Newark may be augmented through mutual aid and assistance from Essex County, other NJUASI jurisdictions, the State of New Jersey, and the federal government. Agreements also assist in addressing populations with access and functional needs within the City of Newark including individuals with disabilities, the elderly, children, non-English speaking persons, and those who have transportation and/or medical dependencies. On a regular basis, as part of ongoing plan maintenance activities, the City of Newark shall conduct training and exercises to gauge capabilities and resources and the ability to accomplish the operations described in the EOP and then formulate and update strategies to address any identified gaps including revisions to existing mutual aid and assistance agreements and/or formulation of additional mutual aid and assistance agreements.

A master list of mutual aid agreements (MAAs) is included in BPA-2: Mutual Aid Agreements. Additional details regarding resource capabilities, mutual aid, and assistance are included in each of the 15 ESFs.

D. Planning Assumptions

In addition to the specific consequences identified in Appendix BPA-1: City of Newark Hazard Identification, Risk, and Consequences Assessment and the on-going efforts to maintain and augment capabilities and resources identified above, relevant planning assumptions used to refine the EOP planning process include the following:

- Emergency conditions can arise in the City of Newark ranging from small localized emergencies to catastrophic emergencies affecting the entire NJUASI region and beyond
- Events can occur with varying levels of advance notice from several days in the case of a tropical storm or hurricane to no notice in the event of an intentional act
- Emergency response personnel may become casualties and experience damage to their homes and personal property
- Emergencies or catastrophes will require coordinated multi-agency, multi-jurisdictional response and effective integration of non-governmental organizations with public and private sector needs and resources
- Emergencies or catastrophes may require an extended commitment of assets from involved agencies and jurisdictions
- For emergency events that exceed the capabilities of the City of Newark and existing MAAs, mobilization of resources from Essex County, other jurisdictions, and state and federal agencies will begin immediately following emergencies. However, there are practical limitations to how quickly emergency support from agencies outside the City of Newark can be delivered. Therefore, for planning purposes, the City of Newark should assume emergency support may take up to 72 hours or more to arrive.
- The City of Newark government officials shall gain and maintain a thorough understanding of their responsibilities with regard to the public safety through ongoing training and exercises
- Effective preparedness requires ongoing public awareness and education programs so that citizens will be prepared when possible and understand their own responsibilities if an emergency event occurs

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II. Concept of Operations

A. Goal and Objectives

It is a common goal of all levels of government to provide for the protection of citizens and property from the impacts of emergencies. To accomplish this goal for the City of Newark, the following objectives provide the basis for a consistent approach to effective operations before, during, and after an emergency:

- Protect and ensure public and life safety
- Reduce damage to property and infrastructure
- Limit economic disruption

B. Response Framework

As identified in Section I.C: Situation, the City of Newark is vulnerable to a wide range of potential emergencies with varying levels of advance notice, vulnerability, and related consequences. It is also important to note that depending on the scope and impact of each emergency, the City of Newark operates as one level in a vertical integrated response by local, county, regional, state, and federal agencies. To meet the stated goal and objectives requires coordinated actions from all levels of government, consistent with the *National Response Framework*, the *National Disaster Recovery Framework*, and the *New Jersey Emergency Operations Plan*.

1. City of Newark Roles and Responsibilities

New Jersey is a strong “home rule” state and municipalities have the responsibility and authority to address their individual needs for government services. As a result, in any emergency, the City of Newark is the first responder. The City of Newark has trained emergency response personnel available to react quickly to any emergency that may threaten the health and safety of the community and has established formal and informal MAAs with Essex County and adjacent communities for augmenting resources if required.

In the event of an emergency, the Director of the CNOEM, acting as the Chief of Staff for the city and consistent with established activation levels (See Section II.C.2), shall activate the appropriate elements of the city’s resources, including ESFs, and seek additional support available through mutual aid support agreements for both field and/or City of Newark Emergency Operations Center (CNEOC) actions.

The CNOEM Coordinator shall also notify the Essex County Office of Emergency Management (ECOEM) of the situation and maintain communications to provide ECOEM with up-to-date situation assessments consistent with established notification protocols (See Section II.C.3).

The CNOEM shall increase its level of capability by raising the level of communications, recalling staff, lengthening hours of operation, testing equipment, initiating public information as needed, and consulting with the Mayor. Activated ESFs shall open liaison communications with the CNOEM and respond to CNOEM directives as appropriate. Resources necessary to support CNOEM shall be identified and stand by acquisition plans shall be activated. Personnel staffing shall be increased as needed.

During such an activation, city departments, agencies, and other units shall remain in charge of their respective organizations, and shall continue to offer their services, but shall be emergency-oriented and shall act from the CNEOC (see Section II.C.: Intra-Jurisdictional Roles and Responsibilities). However, requests for communications, movements, resources, and needs would be coordinated through the CNEOC.

See ESF: Section IV: Concept of Operations within each ESF for general, notification, phases of emergency management, communications, and demobilization ESF-related information.

This plan is based on the concept that emergency functions for the various groups involved with emergency management will generally parallel their normal day-to-day functions. To every extent, the same personnel and material resources shall be employed in both cases. It is generally true, however, that emergency situations cause unusual demands on normal functions. It is desirable to maintain organizational continuity and to assign familiar tasks to personnel. Large-scale disasters, however, may necessitate diverting personnel and resources to essential emergency tasks. This may include elimination and/or curtailment of certain non-essential services. Each department/agency shall prepare for the eventuality of the elimination or curtailment of public services. Such responsibilities weigh heavily upon police, fire, public health and welfare, and public works.

The City of Newark shall exhaust municipal response resources before engaging outside assistance from Essex County and the State of New Jersey. However, the City of Newark officials also have the responsibility to request outside assistance before the City of Newark response resources are overwhelmed so there is no interruption in emergency response. The CNOEM Coordinator requests this assistance directly from the Essex County Emergency Management Coordinator (ECEMC).

2. Essex County Roles and Responsibilities

When an emergency exceeds municipal capabilities, Essex County has the responsibility to provide coordination of available personnel and resources in support of municipal emergency operations based on a system of priorities, rather than on a first come, first served basis.

ECOEM may assist the municipalities by:

- Identifying resources throughout the county
- Deploying county groups/services
- Coordinating communications
- Coordinating with higher levels of government for response
- Coordinating a mutual aid response

When municipal Emergency Management Coordinators (EMCs) notify the ECEMC of the need for assistance, the ECEMC, acting as the Chief of Staff for the Freeholders, shall activate the appropriate elements of the county's resources, including ESFs, and seek additional support available through mutual aid support agreements for both field and/or CNEOC actions.

The ECEMC shall also notify the New Jersey State Police (NJSP), New Jersey Office of Emergency Management (NJOEM) of the situation and maintain communications to provide NJOEM with up-to-date situation assessments (see Section II.C.3 re: notification procedures for NJOEM).

Similar to the responsibility of municipal EMCs, the ECEMC is responsible for establishing the threshold at which to request resource support from the state. The ECEMC requests this assistance direct from NJOEM.

Where appropriate, and as a supplement to MAAs between municipalities, the ECEMC shall provide coordination of resources to and between municipalities for emergencies that span multiple jurisdictions. In addition, the ECEMC is responsible for supporting municipal governments and departments before emergencies through advance planning, coordination, and training.

3. State of New Jersey Roles and Responsibilities

The Governor is responsible for emergency management in New Jersey. Authority to oversee all aspects of the emergency management program has been delegated to the Superintendent of the NJSP as State Director of Emergency Management. Within the NJSP, NJOEM is responsible for planning and conducting all operations associated with emergency management. The all hazards emergency management program includes all phases of prevention, mitigation, preparedness, response, and recovery.

When activated by NJOEM in response to requests from county EMCs, state departments and agencies are responsible for fulfilling their obligations to the best of their abilities as directed in the New Jersey EOP and as outlined in the NJOEM *Disaster Recovery Manual*. NJOEM will monitor an ongoing situation and ensure the capability to provide assistance before local and county government efforts are overwhelmed. As part of this process, when appropriate, NJOEM will be in contact with adjacent counties and municipalities to ensure all affected areas have been accounted for and potential needs for cooperative efforts are identified.

During the period prior to or immediately following the onset of an emergency which involves state response, primary agencies, when directed, take actions to identify requirements, mobilize and pre-position or deploy resources to the affected area. This is done to assist counties or municipalities in their lifesaving and life-protecting response efforts.

State departments and agencies have been grouped together under New Jersey Emergency Support Functions (NJESFs) to facilitate response assistance. If state response assistance is required under the emergency operations plan, it is to be provided using some or all of the NJESFs, as necessary.

Each NJESF has been assigned specific missions to provide response assistance. The designated primary agency, acting as the lead agency, with the assistance of one or more support agencies, is responsible for managing the activities of the NJESF and ensuring that the missions are accomplished. The NJESFs coordinate response operations with NJOEM to ensure proper synchronization of response activities among the various NJESFs.

Specific NJESF functional missions, organizational structures, response actions, and primary and support agency responsibilities are described in Functional Annexes to the New Jersey EOP.

If resource and capability assistance shall be required beyond the State of New Jersey, the Emergency Management Assistance Compact and other state-to-state MAAs will be the primary vehicles for interstate mutual aid.

If conditions warrant as determined by NJOEM, the Governor requests a Presidential Disaster or Emergency declaration. The completed request is addressed to the President but submitted through the Federal Emergency Management Agency (FEMA) Region II, Regional Director.

4. Federal Government Roles and Responsibilities

Based on the information submitted, the FEMA Regional Director reviews the document and forwards it, with a recommendation, to the FEMA Director, who prepares and forwards a report and recommendation to the President. The recommendation is based on a finding that the situation is or is not of such severity and magnitude to be beyond the capabilities of the state and local governments. The recommendation also contains a determination of whether assistance authorized by the Stafford Act is necessary or appropriate.

If a major disaster is declared, FEMA designates specific areas and jurisdictions within the state that are eligible for assistance, generally defined as counties affected. Additionally, FEMA will designate the period of time during which damage from the emergency may have occurred. FEMA establishes a “duration” for a particular event. This period may either be open-ended or closed, then reopened in the future if justification is provided and approved.

Disaster recovery efforts by FEMA and other federal agencies include both short-term and long-term activities. Short-term operations seek to restore critical services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved state of affairs including mitigation measures related to the recent event.

C. Jurisdictional Approach

In addition to the roles and responsibilities outlined in Section I.B.1., the following provides information regarding how the City of Newark fulfills its roles and responsibilities for emergency operations:

1. Comprehensive Emergency Management

The City of Newark maintains a comprehensive emergency management program consisting of the following broad aspects consistent with established phases of emergency management:

a. Prevention

Prevention/protection activities include coordination of actions to avoid an emergency or to intervene to stop an emergency from occurring. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

b. Mitigation

Mitigation activities are those that eliminate or reduce the probability of an emergency. Also included are those long-term activities that lessen the undesirable effects of unavoidable hazards.

Mitigation is accomplished in the City of Newark via the city's participation in the development, maintenance, and implementation of the *All Hazard Mitigation Plan for Essex County, New Jersey* (adopted by Essex County on September 25, 2008). Some examples include the establishment of building codes, flood plain management, public education programs, insurance, and elevating buildings.

c. Preparedness

Preparedness activities serve to develop the response capabilities needed in the event of an emergency. Planning, exercising, training, and developing public information programs and warning systems are among the activities conducted under this phase.

d. Response

Response activities include direction and control, warning, evacuation, and emergency services and are designed to address immediate and short-term effects of the onset of an emergency, thereby helping reduce casualties and damage and to speed recovery.

e. Recovery

Recovery includes both short-term and long-term activities. Short-term operations seek to restore critical services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions would be temporary housing, restoration of non-vital government services, and reconstruction of damaged areas.

2. Activation

The level of the CNEOC activation shall be based on communication with the Incident Commander (IC) or Unified Command (UC) consistent with the Incident Command System (ICS) (See Section III.A: Organization).

- Level 1 - Normal Operations – Monitoring Specific Event(s): CNOEM personnel maintain a standard alert posture, research pertinent information, and analyze data for relevance to City of Newark security. CNOEM personnel shall actively monitor specific event(s), e.g., threats, severe weather, and unusual situations, which may have occurred or are scheduled or have a potential of occurring based on information received.
- Level 2 – Enhanced Operations – Supplemental Staff Support: CNOEM personnel continue to monitor specific event(s) with selected enhancement using additional individuals from city agencies including the City of Newark Police Division and Fire Division and ESFs who would need to take action as part of their everyday responsibilities. Staffing includes a preplanned 24-hour rotating work schedule and call-up procedure, specifically for the staff of CNOEM. In addition, other officials may be notified via telephone or other means for situational awareness.
- Level 3 - Augmented Operations – Limited CNEOC Activation: The CNEOC is activated and staffed by CNOEM personnel and/or ESF primary agencies and selected support agencies with a potential role in the emergency response. ESF primary and selected support agencies may be directed to the CNEOC or the emergency scene. The CNEOC shall monitor and respond to resource requests, develop situation reports, and provide any additional support to specific event(s). The CNEOC shall develop and communicate situational reports to ICs, ECOEM, NJOEM, any affected ESF primary and selected support agencies, and executive leadership. A Joint Information Center (JIC) shall also be established to collect, analyze, and disseminate any incident information to identified agencies, executives, or media representatives. Staffing includes a preplanned 24-hour rotating work schedule and call-up procedure.
- Level 4 - Full CNEOC Activation: The CNEOC is activated and operates per Level 3 including establishment of a JIC and 24-hour rotating work scheduled. In addition, an executive leadership presence is established at the CNEOC and all ESF primary and support agencies identified in the EOP are notified. As needed, there will on-site representation from ECOEM or NJOEM. Specific responses to event(s) will be directed and supported by the following rooms which will be staffed as necessary: Operations, Planning, and Logistics. The Geographic Information System (GIS) Room shall be staffed to update and provide any necessary mapping and data. The Communications Room shall be activated to maintain and monitor situational awareness. The 4311 call center may also be relocated to the CNEOC. The CNEOC shall be staffed by CNOEM staff and all ESFs.

In a full-scale activation, the CNOEM Coordinator directs and administers the activities of the ESFs from the CNEOC by communicating specific directives and tasks to be performed in support of the IC or UC. See ESF #5: Emergency Management.

Activation triggers differ according to the type of hazard or emergency. See hazard-specific annexes for detailed information.

3. Notifications

Notification shall be provided to the CNOEM Coordinator via direct phone notification and/or via contact whenever:

- A city department head anticipates a situation that will require mutual aid from outside the city
- A city department head anticipates a situation that may present severe hazards to life and/or property, is too large in scope, or is unusual in nature
- The criteria for an act of “terrorism and/or a weapons of mass destruction incident is suspected or confirmed

In addition, during periods of heightened risk, the CNOEM Coordinator, or designee shall:

- Notify ECOEM and NJOEM of potential or actual hazards

Note: During business hours, the NJOEM North Region will be contacted. After hours, the Regional Operations Intelligence Center will be contacted. During NJEOC activations, requests will be coordinated via E-Team through the NJEOC.

- Notify city department heads or designees and/or ESF Coordinators of potential or actual hazards
- Recall personnel for standby duty and ascertain recall duty status of departmental employees
- Recall personnel to report to the CNEOC
- Brief city employees and/or volunteers on the potential impending hazards
- Check emergency equipment
- Deploy city personnel to affected areas (if required)
- Initiate department heads or designees and/or ESF Coordinators responsibility for 24-hour staffing, recall, and releasing of their personnel. (See ESF Annexes)

4. Emergency Declaration and Termination

In the event of a severe emergency condition, the CNOEM Coordinator may declare a State of Emergency after consulting with the Mayor, and the IC and/or department heads, as deemed necessary by the CNOEM Coordinator.

The Declaration of Emergency may include the entire city and/or specific geographic locations when a situation occurs that has progressed or is anticipated to progress beyond the capability of regular city personnel and resources, assisted by personnel and resources from Essex County and/or other contiguous counties/municipalities, to maintain order, control, and confine the incident.

The issuance of a City of Newark Declaration of Emergency allows the CNOEM Coordinator to take any preventative measures necessary to protect and preserve the public health and safety and exercise other authorities when established by ordinance, (i.e., to issue new rules and regulations, expend funds, and obtain vital supplies and equipment). The issuance of a City of Newark Declaration of Emergency also gives public employees and governing bodies legal immunity for any necessary emergency actions taken.

The Declaration of Emergency places city services under the control of the CNOEM Coordinator. This state of emergency shall be accomplished by a formal Proclamation of Emergency (see Appendix BPA-3: City of Newark Emergency Proclamations). The Proclamation of Emergency shall be read at a press conference, and hand delivered or faxed to all types of media, municipal officials, and department heads.

When the CNOEM Coordinator has declared a state of emergency, proper documents shall be recorded. All parameters relating to the emergency shall be included, such as:

- Date and time of the declaration
- Delineation of the area included
- Special orders prescribing specific courses of conduct/action to be taken to provide for the health, safety, and welfare of the citizens including (but not limited to):
 - Curfews
 - Travel restrictions
 - Reduction of public services, e.g., trash collection, school operations, and normal public works functions
 - Restriction of traffic flow and access to specific areas
 - Evacuations
 - Diversion or rationing of resources
 - Suspension of specific laws, ordinances, administrative codes, or directives as deemed necessary

When conditions warrant, the CNOEM Coordinator shall issue a formal Proclamation of Termination of the Emergency, signaling the resumption of normal operating procedures (see Appendix BPA-3).

All declarations shall be transmitted to ECOEM and NJOEM at time of issuance.

5. Demobilization

Demobilization of city resources and/or personnel shall begin at a time appropriate for scale-down operations as determined by the CNOEM Coordinator when appropriate toward the end of the response phase. City of Newark personnel shall remain on site to assist in the recovery phase for as long as necessary.

If the emergency is a citywide emergency, demobilization of city resources and personnel shall commence when appropriate toward the end of the response phase. Demobilization shall be accomplished in a phased-down manner, allowing personnel to be relieved on a staggered basis.

Before the last stage personnel are relieved, all documentation regarding the emergency shall be turned over to the City of Newark Deputy Coordinator (Plans and Operations) and the CNEOC shall be placed in a state of readiness for future emergencies.

6. Continuity

There is a need for lines of succession for the Mayor and Coordinator of CNOEM to ensure continuous leadership in an emergency. The lines of command and succession are as follows:

1. Mayor

- a. Mayor
- b. Business Administrator
- c. Public Safety Director

2. Coordinator of CNOEM:

- a. Director of CNOEM
- b. Deputy EMC
- c. Assistant to the Deputy EMC

The primary agency responsible for each ESF annex shall establish a line of succession and ensure personnel in that function and the CNOEM Coordinator is to be kept informed of that line of succession.

7. Resources

CNOEM staff includes individual(s) with responsibilities for administering the City of Newark's information in the New Jersey Resource Directory Database (RDDDB). In addition, information about specific resources owned or controlled by individual departments can be entered and/or edited by department personnel.

See ESFs' Section V.B. Assignment of Responsibilities for specific information about how RDDDB information is provided, compiled, and maintained.

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III. Organization and Assignment of Responsibilities

A. Organization

The City of Newark has a Mayor-Council (Plan C of New Jersey's Optional Municipal Charter Law) form of government. The city also has a full-time Business Administrator. Under normal operating conditions consistent with Activation Level I, the city provides the following municipal services on a full-time basis:

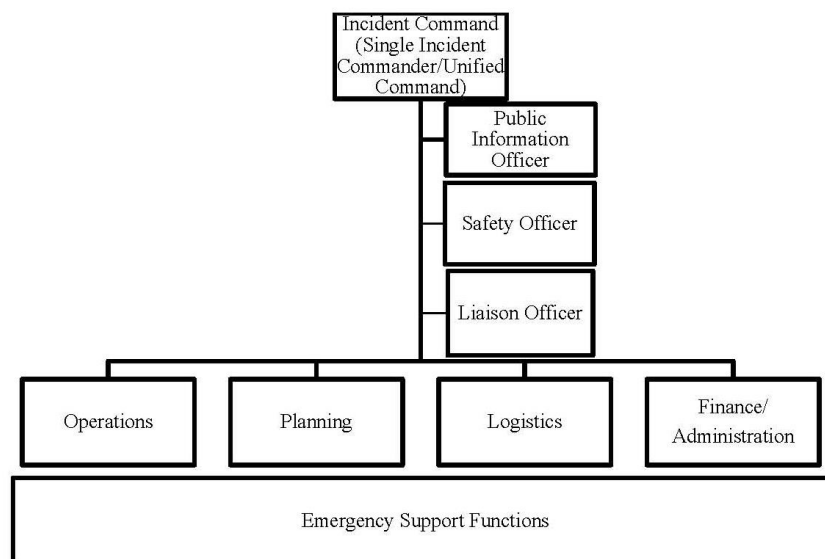
- Police Division
- Fire Division
- Department of Administration including divisions and staff for Administration, Finance, Public Information, and Energy
- Department of Health & Community Wellness (formerly the Department of Health and Human Services)
- Department of Engineering which includes the following divisions: Engineering and Contract Administration, Motors, Sanitation, Traffic and Signals, Water/Sewer Utility, and Demolition.
- Department of Neighborhood and Recreational Services which includes Demolition and a Division of Sanitation
- Department of Water and Sewer

Other governmental services are provided within the City of Newark on a full-time basis including:

- Newark Public Schools
- Newark Housing Authority

Under all levels of emergency activations, CNOEM utilizes NIMS/ICS in all situations (see Figure III.1).

Figure III.1: NIMS/ICS Structure



Additionally, as taught by the National Fire Academy, NJSP, Emergency Management Section, and Emergency Management Institute, city emergency management personnel are trained and use the NIMS/ICS. NIMS/ICS provides for scalability so that local personnel and resources can be efficiently augmented by personnel and resources from other jurisdictions.

During a large-scale event, the emergency management organization will require additional functional support. Similar to the organizational structure referenced in Section II.B.3: State of New Jersey Roles and Responsibilities regarding the NJESFs, the City of Newark has formed 15 county-level ESFs. If City of Newark response assistance is required under the EOP, it is to be provided using some or all of the ESFs, as necessary. Each ESF annex has been assigned specific functional missions to provide response assistance. The designated primary agency, acting as the lead agency, with the assistance of one or more support agencies, is responsible for managing the activities of the ESF and ensuring that the missions are accomplished. The ESFs coordinate response operations with CNOEM to ensure proper synchronization of response activities and support relevant sections in ICS as implemented in the City of Newark.

The designation of each participating agency as primary or support is displayed as a matrix in Appendix BPA-4: Emergency Support Functions. In addition, see Appendix BPA-5: NIMS/ICS EOC Organization for an example of how the CNEOC may be organized to integrate NIMS/ICS and the ESF structure. Also, see ESF Section V.A: Organization of each ESF for details regarding ESF-related organization and ESF #5: Emergency Management for more information relating to the emergency management function and CNEOC organization.

B. Assignment of Responsibilities

The CNOEM Coordinator, appointed by the Mayor and subject to the approval of the State of New Jersey Director, is responsible for implementing this plan and directing the emergency response. Directing the emergency response is the responsibility of the IC, typically the on-scene responsible fire or Police officer that is most qualified.

Responsibilities of the CNOEM Coordinator include:

- Establishing and equipping the city CNEOC
- Planning and coordinating emergency management operations, including evacuation of emergency-affected areas within the city
- Activating facilities, services, and resources of city government in an emergency
- Requesting assistance from the ECEMC when city resources are inadequate to cope with an emergency
- Organizing and coordinating staff to administer all the relevant ESFs

A full time staff of both professional and administrative personnel is maintained to administer the affairs of the CNOEM.

All ESF primary and support agencies are responsible for supporting the Base Plan and ESFs when requested, in addition to their normal duties. Each department/agency is responsible for developing and maintaining its own emergency Standard Operating Procedures (SOPs) and other department/agency plans. Appendix BPA-4: Emergency Support Functions identifies the participating agencies and organizations involved in the process. ESF #s 1 through 15 include specific information regarding the responsibilities of these agencies for prevention, mitigation, preparedness, response, and recovery as either a primary or support agency in ESF Section V.B: Assignment of Responsibilities.

IV. Direction, Control, and Coordination

Initial emergency direction and control shall emanate from either an Incident Command Post (ICP) if the emergency is not considered large in nature, or from the CNEOC. See Section II.C: Jurisdictional Approach for details regarding CNEOC activation levels and Section III.A: Organization for information regarding the ICP and CNEOC organization.

The primary CNEOC is located at

480 Clinton Avenue
Newark, New Jersey 07108.

In the event that the CNEOC cannot be used, an alternate CNEOC shall be established at:

City of Newark Police Communications Headquarters
311 Washington Street
Newark, New Jersey 07102

In addition, the CNOEM has a mobile EOC which is normally housed at the

CNEOC, 480 Clinton Avenue
Newark, New Jersey 07108.

See ESF #5: Emergency Management for additional information regarding the emergency management function and CNEOC-specific operations.

A. Leadership

The CNOEM Coordinator is on call 24 hours a day, seven days a week.

The CNOEM Coordinator has overall responsibility for the day-to-day running of the CNOEM. See Section III.B Assignment of Responsibilities for the specific responsibilities of the CNOEM Coordinator during activations of the CNEOC.

The CNOEM Coordinator is assisted by Assistant and Deputy Coordinators (when designated), who are empowered to act on behalf of the CNOEM Coordinator. In addition, there are Duty Officers who provide coverage after business hours and on weekends (when assigned), who also are able to act on behalf of the CNOEM Coordinator.

The CNOEM has the overall responsibility for coordinating all emergency prevention, mitigation, preparedness, response, and recovery activities. City authorities maintain Incident Command based on established plans, procedures, and capabilities.

See Section II.B: Response Framework and II.C: Jurisdictional Approach for details regarding the role of the City of Newark and for CNOEM actions relating to prevention, mitigation, preparedness, response, and recovery activities.

B. Regional Coordination

During emergencies that require support outside of the City of Newark, NJOEM will coordinate a multi-agency response as explained in Section II.B.3: State of New Jersey Roles and Responsibilities. Additionally, the City of Newark shall cease nonessential services of city government to increase the services and resources dedicated to emergency work, until the recovery period has been completed.

See Section II.C.3: Emergency Declaration and Termination for information relating to services likely to be temporarily suspended as a result of a large-scale event.

C. Relation to Other Plans

The EOP does not supplant existing plans or authorities developed for response to emergencies under department and agency statutory authorities. However, the EOP may be used to supplement these plans and authorities, as required, to provide an effective response. The EOP provides standing mission assignments to the designated departments and agencies with primary and support ESF responsibilities.

See Appendix BPA-4: Emergency Support Functions for departments and agencies designated as primary or support and ESF Section V.B: Assignment of Responsibilities in each ESF annex for specific functional related responsibilities of participating primary and support agencies.

V. Information Collection and Dissemination

One of the core functions of the CNEOC includes information collection, analysis and dissemination to create and maintain a common operating picture before, during, and after emergencies.

During an emergency, the collection of information is managed by the Planning Section Chief supported by the Situation Unit Leader and Documentation Unit Leader that collectively produce the incident action plan for the next operational period. The Planning Section Chief may coordinate with many technical specialists with expertise in communications, information technology (IT), and GIS.

Information important to collect prior to and during an emergency includes situation briefs, weather reports, staff and volunteer rosters, and resource requests. Additionally, each ESF primary agency has the responsibility of providing situational awareness and status reports to the CNEOC via ESF #5: Emergency Management. ESF primary agencies shall collect information via status reports from local municipalities and ESF support staff.

Information shall be logged using E-Team per the following:

- Call Log/information Log - All operations staff shall maintain a log within the E-Team system documenting the events/incidents/activities throughout the duration of the CNEOC activation
- Formal Message Logs - Communications personnel shall maintain Radio Amateur Civil Emergency Service (RACES) and other formal message logs and telephone logs at the message center and communications cubicles (See ESF #2: Communications)
- CNEOC Message Form - The E-Team system will be used to pass any messages to the NJEOC or municipal EOCs. Jurisdiction Situation Reports will be completed on a regular basis
- Security/Reception Log and Staffing Roster - Security/reception personnel shall maintain the staffing roster and the security/reception log. The security/ reception log is a record of all persons entering and departing from the CNEOC.

Logs used during protracted incidents shall include the following:

- Increased Readiness Report - This report is used to record the steps taken toward increased readiness. A report is filed daily during periods of increased readiness.
- Initial Incident Report - This E-Team report is designed to provide officials with basic information about an emergency situation
- Situation Report - These reports are compiled as needed or requested to provide information relative to the activities of the incident or event
- Incident Report - On-call staff member for routine emergencies prepares this report. It documents all actions taken during emergency situations. The report often lends its way into the record during CNEOC operations. During CNEOC operations, an E-Team incident report will be created.

ESF #5 is responsible for continued information dissemination regarding the emergency throughout the response and recovery phases. All appropriate information shall be reported to the CNEOC by radio, telephone, computer, fax, or best available means at the time.

Specific information collection and dissemination actions include:

- Ensuring information resources are accurate and easily available
- Familiarizing staff with proactive information collection
- Creating standards for information dissemination in the facility
- Having procedures for sharing critical information with the emergency community
- Sharing information internally and with other partners
- Describing information dissemination methods (verbal, graphics, etc.) and protocols

In addition, the CNOEM Coordinator is responsible for update and maintenance of current recall rosters of personnel involved with emergency management in the city. See BPA-4.2: Emergency Support Functions Roster. This list shall be updated whenever a change in personnel occurs and distributed to all command personnel.

See Section II.C: Jurisdictional Approach for details regarding CNEOC activation levels. See ESF Section VI: Information, Collection and Dissemination of each ESF annex for ESF-specific information collection and dissemination procedures.

VI. Communications

Prior to activation of the CNEOC and mobilization of any or all ESFs, all alerting, warning, and communications direction and control shall emanate from the City of Newark Police Division.

During a CNEOC activation, the main communications center for the City of Newark is the CNEOC. If an on-scene command post is set up in the field, all alerting, warning, and communications functions shall be relayed from the scene to the CNEOC.

Upon activation, ESF #2: Communications manages all communication needs before, during, and after an emergency. CNOEM works with ESF #15: External Communications to determine briefing times with outside agencies or the media/public, and to draft emergency specific directions and messaging.

See Section II.C: Jurisdictional Approach for details regarding CNEOC activation levels and Section III.A: Organization for information regarding the ICP and CNEOC organization.

See the following specific ESF #s for relevant information:

- ESF #2: Communications and ESF #15: External Communications for the City of Newark warning flow chart
- ESF #2: Communications for specific frequency and communications capabilities information
- ESF #5: Emergency Management for additional information regarding warning procedures, to include support of access and functional needs populations

Also, see ESF Section IV. Concept of Operations in each ESF for specific communication protocols and procedures for each ESF.

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VII. Administration, Finance, Logistics

A. Administration

Administration of the EOP is conducted through CNOEM and includes representatives from all participating agencies and organizations.

City of Newark employees and volunteer and private organizations with emergency responsibilities shall have proper credentials to respond to any emergency. All checkpoints and mobile units shall be provided to ESF #13: Public Safety and Security with a listing of critical facilities that must be kept in operation during emergencies.

Individual department heads and/or persons responsible for an emergency function are responsible for the protection and preservation of all vital records received or generated by or through their departments. These vital records shall be stored in locked fireproof files and protected by whatever means are specified by the department. The records may also be transferred to microfilm.

Vital records are those irreplaceable records of the city for which there may be a future need and shall include but not be limited to:

1. Tax records
2. Real estate maps and records
3. Birth certificates
4. Marriage licenses
5. Death certificates

B. Finance

Each department head is responsible for maintaining records of their department's expenditures and for ensuring that these expenditure records are forwarded to the Chief Financial Officer/City Purchasing Agent for processing. The CNOEM Coordinator, with support from CNOEM Resource Manager and the Purchasing Department, is responsible for the record of expenditures associated with the general operation of the CNOEM.

During emergency situations, normal day-to-day purchasing activities, including bidding, shall be suspended. All purchases shall be in strict adherence to emergency purchases as outlined in the Local Public Contracts Law #11-6-(1) section 3 of P.L. 1971, c. 198 (c. 40A:11-3), which states that when an emergency affects the public health, safety, or welfare of the public and requires the immediate delivery of the articles or the performance of service, provide a written requisition for services, materials, supplies, etc., describing the nature of the emergency.

C. Logistics

Accurate detailed records of all actions taken in any emergency are essential for use in designing future improvements, training emergency personnel, and settling possible litigation. Therefore, each department head and/or person responsible for an emergency function shall keep accurate detailed records of actions taken during an emergency, and forward reports of these actions to the CNOEM Coordinator. The CNOEM Coordinator is responsible for records and reports received from or passed to the state or higher levels of government and for starting and maintaining a significant events log of the emergency.

A request for resources shall be received by the ESF #7: Resource Support Coordinator, or their designee at the CNEOC. The ESF #7 Coordinator shall determine the proper vendor, price, and whether the requested resource shall be delivered or picked up and shall instruct the vendor accordingly. A purchase order number shall be issued to the requesting department after a requisition is received. A hard copy of the purchase order shall be sent to the requesting department and to the vendor.

Requests for resources in the City of Newark shall be forwarded to the ESF #7 Coordinator in the CNEOC, who shall disseminate resources based on a priority of need, rather than on a first-come, first-served basis. Resource control shall be under the direction of the ESF #7 Coordinator, who shall track where all resources have been committed. CNOEM may work through Essex County, the NJUASI, and NJOEM for all resource requests that exceed city capability to include all available mutual aid and private sector partnerships. In addition, the CNOEM shall periodically advise Essex County and the NJOEM of all emergency actions taken. The NJOEM will request resources from the federal government or private agencies if required.

The Emergency Management and ESFs Coordinators have at their disposal, Pre-Scripted Mission Requests (PSMRs) which are designed to expedite deployment of anticipated resource needs in the event that local and county resources are exhausted. The PSMRs allow for the effective and efficient communications of resources requests and their capabilities by providing a format for providing essential information, thereby reducing the number of transmittals per request and eliminating to the extent possible, any uncertainty regarding the resource and capabilities that may be needed. ESF Coordinators shall provide each request to the Emergency Management Coordinator who in turn shall transmit the PSMR(s) to NJOEM. If necessary, NJOEM will relay the request to the federal government. PSMRs are located in ESF #5, Appendix 5.10.

The City of Newark Resource Management Coordinator shall oversee all procurements utilizing a purchase order/voucher system and make sure that all procured equipment is available to be recalled at any time during the emergency. The ESF #7 Coordinator shall monitor all resources as to location, time in service, and cost.

See Appendix BPA-2: Mutual Aid Agreements and Section IX Attachments in each ESF for a list of MAAs.

VIII. Plan Development and Maintenance

The CNOEM Coordinator, in conjunction with the City of Newark ESF Coordinators and appropriate members of the City of Newark Local Emergency Planning Committee, is responsible for maintaining the City of Newark EOP and shall coordinate an annual comprehensive review and update process for the plan and its corresponding attachments (ESFs, support annexes, SOPs, incident annexes, etc.) with the participating ESF primary and support agencies. Annual reviews shall consider changes in hazard conditions and capabilities during the preceding planning period. Annual review and updates shall also consider and address appropriate recommendations contained in Appendix BPA-7: Plan Development and Maintenance Recommendations.

As part of the plan development and maintenance process, all ESF primary and support agencies and other identified stakeholders shall review and submit changes to their respective ESFs. Under normal circumstances, changes shall be submitted to the CNOEM on a yearly basis at a minimum. However, if an exercise or emergency involves a Level 4: Full CNEOC Activation (See Section II.C.2), the CNOEM Coordinator may undertake a review and may determine the need to update the EOP based on improvement plans and/or after-action reports identifying specific aspects of the EOP requiring revision. Any resulting interim updates shall be provided to NJOEM for record-keeping purposes.

Consistent with NJOEM Directive 101, the CNOEM Coordinator shall update and submit the EOP for recertification by NJOEM every four years.¹

CNOEM and partnering agencies and organizations shall engage in a regular program of training on and exercise of the EOP to include exercising a regional response to a catastrophic emergency. Participation in an ongoing exercise program is designed to test the EOP and related annexes and procedures in various jurisdictional and regional emergency scenarios. Improvement action plan(s), and after action report(s), shall be developed and kept on file with the CNOEM following each exercise. These documents shall be utilized for future improvements and updates to the City of Newark EOP.

Upon adoption of any revision or changes following completion of the annual review, a record of these revisions shall be recorded and the updated EOP provided to staff on the distribution list.

¹ NJOEM Directive 101, dated February 7, 2012, Part III: Emergency Operations Plan Development states that “Each County in the Northern New Jersey UASI region shall be developing a Plan using the ESF format as identified by the 2011 Checklist by July 1, 2013. These Emergency Operations Plans must be submitted for initial certification to the Regional Office of Emergency Management in accordance with Section IV, Paragraph B, no later than July 1, 2014.”

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IX. Authorities and References

A. Laws, Ordinance, Regulations, Resolutions, and Directives

1. Federal

- a. Public Law 93-288 - The Disaster Relief Act of 1974; as amended in November 1988 by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act; as amended in October 2000 by Public Law 106-390, The Disaster Mitigation Act of 2000 et al
- b. Public Law 99-499 - (SARA Title III) Emergency Planning and Community Right-to-Know Act of 1986.
- c. 29 CFR 1910.120 - Hazardous Waste Operations and Emergency Response – Final Rule.
- d. Homeland Security Presidential Directive (HSPD)-5 establishing NIMS and the NRF
- e. Code of Federal Regulations (CFR) 44 Emergency Management Assistance

2. State

- a. Emergency Management Act, New Jersey Statutes Annotated, Appendix A: 9-30 et seq. (Chapter 251, P. L. 1942, as amended by Chapter 438, P.L. 1953, Chapter 405, P.L. 1985, and Chapter 222, P.L 1989).
- b. NJOEM Directives issued in conformance with Chapter 251 (P.L. 1942), as amended including:
 - i. NJOEM Directive 61: Duties and Powers of Municipal Emergency Management Coordinators and County Emergency Management Coordinators
 - ii. NJOEM Directive 101: Rules and Regulations for the Development, Submission and Certification of Emergency Operations Plans (February 7, 2012)
 - iii. NJOEM Directive 102: Standards for Municipal Emergency Management Coordinators
 - iv. NJOEM Directive 105: Required Use of the Incident Command System (ICS) as a Standard Incident Management System for Emergency Management (September 29, 1999)
- c. New Jersey Statutes Annotated 40:14-26

3. Municipal (See BPA-6: Resolutions, Letters of Appointment)
 - a. Title Two, Administration, Chapter Five, Department of Administration of the Revised General Ordinances of the City of Newark, New Jersey, 2000, as amended May 19, 2004 authorizing the Office of Emergency Management in the Office of the Business Administrator.
 - b. Title Two, Administration, Chapter Five, Department of Administration of the Revised General Ordinances of the City of Newark, New Jersey, 2000, as amended July 14, 2004 authorizing the Office of Homeland Security in the Office of the Business Administrator.

B. References, Guidance Material, and Other Documents

1. Federal
 - a. Federal Emergency Management Agency Guide for Developing and Maintaining Emergency Operations Plans, Version 2, Comprehensive Preparedness Guide (CPG) 101 November 2011.
2. State
 - a. State Emergency Operations Plan Checklist, 2011.
 - b. State of New Jersey Disaster Operations Field Manual (revised 2006)
3. Essex County
 - a. All-Hazards Mitigation Plan for Essex County, New Jersey, 2015
EMS JEMS
EMS Task Force Special Operations Guide
County EOP

X. Acronyms, Abbreviations, and Glossary of Terms

A. Acronyms and Abbreviations

ALS	Advanced Life Support
ARC	American Red Cross
ASAP	Aerial Support Assistance Program
ATS	Automated Traffic System
BDC	Bomb Data Center
BLS	Basic Life Support
BPA	Base Plan Appendix
CAD	Computer Aided Dispatch
CANS	Community Alert Network System
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CEHA	Certified Environmental Health Act
CERT	Community Emergency Response Team
CNEMC	City of Newark Emergency Management Coordinator
CNEOC	City of Newark Emergency Operations Center
CNOEM	City of Newark Office of Emergency Management and Homeland Security
CNPIO	City of Newark Public Information Office
DAC	Disaster Assessment Center
DAT	Damage Assessment Team
DCFWB	City of Newark Department of Health & Community Wellness
DEMC	Deputy Emergency Management Coordinator
DMV	Division of Motor Vehicles
DSS	Division of Security Services
DYFS	Division of Youth & Family Services
EAS	Emergency Alert System
EBS	Emergency Broadcast System
ECEMC	Essex County Emergency Management Coordinator
ECEOC	Essex County Emergency Operations Center
ECOEM	Essex County Office of Emergency Management
EMC	Emergency Management Coordinator
EMS	Emergency Medical Services
EOC	Emergency Operation Center
EOD	Explosive Ordinance Disposal
EOP	Emergency Operation Plan
EPI	Emergency Public Information
EPIG	Emergency Public Information Group
EPIO	Emergency Public Information Officer
ERT	Emergency Response Team
ESF	Emergency Support Function
ESU	Emergency Services Unit
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HAZMAT	Hazardous Materials
HEAR	Hospital Emergency Administrative Radio
HMRU	Hazardous Materials Response Unit
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMS	Incident Management System
IT	Information Technology

JEMS	Jersey Emergency Medical System
JEMSTAR	Jersey Emergency Medical Shock Trauma Air Rescue
JIC	Joint Information Center
LED	Light Emitting Diode
LINCS	Local Information Network and Communication System
MAA	Mutual Aid Agreement
MANPADS	Manuel Portable Air Defense System
MCI	Mass Casualty Incident
MCRU	Mass Care Response Unit
MICU	Mobile Intensive Care Unit
MIS	Management Information System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NCIC	National Crime Information System
NIMS	National Incident Management System
NJDEP	New Jersey Department of Environmental Protection
NJDHSS	New Jersey Department of Health and Senior Services
NJDOT	New Jersey Department of Transportation
NJEMSTF	New Jersey Emergency Medical Services Task Force
NJESF	New Jersey Emergency Support Function
NJIT	New Jersey Institute of Technology
NJLETS	New Jersey Telecommunications System
NJOEM	New Jersey State Police, Office of Emergency Management
NJSHD	New Jersey State Health Department
NJSP	New Jersey State Police
NPCC	City of Newark Police Communications Center
NPCD	City of Newark Police Communications Division
NRC	National Response Center
OEM	Office of Emergency Management
OMB	Office of Management and Budget
PANYNJ	Port Authority of New York & New Jersey
PDD	Presidential Decision Directive
PIO	Public Information Officer
PLS	Probable Launch Site
POD	Point of Dispensing
PPE	Personal Protective Equipment
PSA	Public Safety Announcement
PSE&G	Public Service Electric & Gas
RACES	Radio Amateur Civil Emergency Service
RCPGP	Regional Catastrophic Preparedness Grant Program
RDDDB	Resource Directory Database
REMCS	Regional Emergency Medical Communications System
RMO	Resource Management Organization
SA	Salvation Army
SARA	Superfund Amendments and Reauthorization Act
SCIC	State Crime Information System
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
SOV	Special Operations Vehicle
SPEN	Statewide Police Emergency Network
SRC	Shelter, Reception and Care
TCP	Traffic Control Point
TCPA	Toxic Catastrophe Prevention Act
TSA	Transportation Safety Administration
TSU	Technical Services Unit

UASI	Urban Area Security Initiative
UC	Unified Command
UCR	Uniform Crime Reporting
UHF	Ultra High Frequency
UMDNJ	University of Medicine and Dentistry of New Jersey
USAR	Urban Search and Rescue
VHF	Very High Frequency
WMD	Weapons of Mass Destruction

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B. Glossary of Terms

A

Access and Functional Needs: Children and adults with access and functional needs may have physical, sensory, mental health, cognitive, and/or intellectual disabilities, which affect their ability to function independently without assistance. Others who may have access and functional needs include, but are not limited to, women in late stages of pregnancy, the elderly, and individuals needing bariatric equipment or communication assistance. Addressing access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies, and communication methods. Examples of “access and functional needs” services may include a reasonable modification of a policy, practice, or procedure or the provision of auxiliary aids and services, including but not limited to:

- An exception for service animals in an emergency shelter where there is a no-pets policy
- The provision of way-finding assistance to someone who is blind to orient to new surroundings
- The transferring and provision of toileting assistance to an individual with a mobility disability
- The provision of an interpreter to someone who is deaf or is not fluent in English and seeks to fill out paperwork for public benefits

Agency: A division of government with a specific function offering a particular kind of assistance. In the ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating federal, state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency’s or organization’s participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several incident management teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an ICP.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assistant: Title for subordinates of principal command staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

C

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Checklist: Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g. a trailer or mobile van) used to support an Incident Communications Center.

Consequences: Expected impacts of an event.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Facilities: Those facilities and structures which the municipality identifies as essential to the health and welfare of the population. These commonly include police stations, fire and rescue facilities, hospitals, schools, shelters, water supply, and waste treatment facilities.

D

Damage Assessment: The process used to appraise or determine the number of injuries and deaths; damage to public and private property; and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural emergencies.

Demobilization: The orderly, safe, and efficient return of a resource to their original location and status.

Disability: According to the Americans with Disabilities Act, the term “individual with a disability” refers to “a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is regarded by others as having such an impairment.” The term “disability” has the same meaning as that used in the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, as incorporated into the Americans with Disabilities Act.

E

Emergency: Absent a presidentially-declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. For the purposes of the EOP, an emergency can vary in scale and intensity ranging from discrete emergencies such as a localized hazardous material spill to a catastrophic emergency like a tropical storm or hurricane. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Assistance: According to the *National Response Framework*, emergency assistance is “[a]ssistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional ‘mass care’ services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to access and functional needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance.”

Emergency Operations Centers (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g. fire, law enforcement, and medical services), by jurisdiction (e.g. federal, state, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Support Function (ESF): Used by the federal government and many state governments as the primary mechanism at the operational level to organize and provide assistance. ESFs align categories of resources and provide strategic objectives for their use. ESFs use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an emergency.

ESF Coordinator: The entity with management oversight for that particular ESF. The coordinator has ongoing responsibilities throughout the preparedness, response, and recovery phases of emergency management.

ESF Primary Agency: An agency with significant authorities, roles, resources, or capabilities for a particular function within an ESF with the goal of accomplishing the ESF mission.

ESF Support Agency: An entity with specific capabilities or resources that support the primary agencies in executing the mission of the ESF.

Emergency Response Provider: Includes federal, state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and reception, and care in safe areas.

- A ***spontaneous evacuation*** occurs when residents or citizens in the threatened areas observe an emergency or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
- A ***voluntary evacuation*** is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or orders are *not required* to evacuate; however, it would be to their advantage to do so.
- A ***mandatory or directed evacuation*** is a warning to persons within the designated area that an imminent threat to life and property exists and individuals *must* evacuate in accordance with the instructions of local officials

Event: A planned, nonemergency activity. The ICS can be used as the management system for a wide range of events (e.g. parades, concerts, or sporting events).

Exercise: Exercises are used to train for, assess, practice and improve performance in a risk-free environment. They can be used for testing and validating plans, procedures, policies, equipment and training, as well as identifying gaps and opportunities for improvement. Exercises range from full-scale exercises which deploy actual resources to table top exercises which are scenario based.

F

Federal: Of or pertaining to the federal government of the United States of America.

Full Activation: In a full activation, the EOC is activated on a 24-hour schedule due to an imminent threat or occurrence of an emergency. All ESF primary and support agencies identified in the EOP are notified and the EOC is staffed by emergency management personnel and all ESFs.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g. the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

G

Geographic Extent: The geographic area which may be impacted by a particular hazard.

H

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise and Evaluation Program: A capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Household Pet: According to the FEMA Disaster Assistance Policy 9253.19, “[a] domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle, that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes.”

I

Incident: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics; and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team: The IC and appropriate command and general staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Intensity: A measure of the effects of a hazard in a particular place.

J

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, and timely information during crisis or incident operations. The mission of the Joint Information System is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that may affect a response effort; and controlling rumors and inaccurate information that may undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g. city, county, tribal, state, or federal boundary lines) or functional (e.g. law enforcement, public health).

L

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Line of Succession: The order in which key management positions are replaced upon the removal or incapacitation of the individual in that office.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization; a rural community; unincorporated town or village; or other public entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

M

Magnitude: The severity of a particular hazard as measured by accepted technical scales such as the Enhanced Fujita Scale for tornadoes.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this act to supplement the efforts and available resources of states, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Mass Care: The actions that are taken to protect evacuees and other emergency victims from the effects of the emergency. Activities include mass evacuation, mass sheltering and mass feeding; access and functional needs support; and household pet and service animal coordination.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Monitoring and Assessment Activation: During this level of activation the EOC actively monitors specific threats, severe weather, unusual events or situations. Notifications are made to those county agencies and ESFs who need to take action as part of their everyday responsibilities, and other officials are notified for situational awareness.

Multi-agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-agency Coordination Systems: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, EOCs, specific multi-agency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the ICS, these incidents will be managed under UC.

Mutual-Aid Agreement (MAA): Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

N

National: Of a nationwide character, including the federal, state, local, and tribal aspects of governance.

National Disaster Recovery Framework: A guide which provides a flexible structure to enable disaster recovery managers to collaborate and operate in a uniform manner.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function #8 in the *National Response Plan*.

National Incident Management System: A system mandated by the Homeland Security Presidential Directive-Five Management of Domestic Incidents that provides a consistent nationwide approach for federal, state, local, and tribal governments; the private-sector; and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. The Homeland Security Presidential Directive-Five Management of Domestic Incidents identifies these as the ICS; multi-agency coordination systems; training; identification, and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by the Homeland Security Presidential Directive -Five that integrates federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Non-governmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the American Red Cross (ARC).

P

Partial Activation: At this level of activation personnel from responding agencies and primary ESF agencies are notified. ESF primary and selected support agencies may be directed to the EOC or emergency scene.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Preparedness: The range of deliberate, critical tasks, and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning; training and exercises; personnel qualification and certification; equipment certification; and publication management.

Preparedness Organizations: The groups that provide inter-agency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an emergency from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, pre-empting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations; formal and informal structures; commerce and industry; and private voluntary organizations.

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Q

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and emergency management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

R

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception areas provide a space to discuss and exchange measures of accountability, security, situational awareness briefings, safety awareness, distribution of incident action plans, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private- sector, non-governmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a state, local, or tribal jurisdiction with assistance from responding federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to emergency operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes MAAs; the use of special federal, state, local, and tribal teams; and resource mobilization protocols.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of EOPs and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

S

Section: The organizational level having responsibility for a major functional area of incident management, e.g. Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the ICS.

Service Animal: Any guide dog, signal dog, or other animal individually trained to assist an individual with access and functional needs. Service animals' jobs include, but are not limited to:

- Guiding individuals with impaired vision
- Individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell, or fire alarms)
- Pulling a wheelchair
- Retrieving dropped items
- Alerting people of impending seizures
- Assisting people who have mobility disabilities with balance or stability

Short-Term Recovery: A process of recovery that is immediate and overlaps with response. It includes such actions as providing essential public health and safety services; restoring interrupted utility and other essential services; reestablishing transportation routes; and providing food and shelter for those displaced by an emergency. Although called "short term," some of these activities may last for weeks.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals (under the NIMS, an appropriate span of control is between 1:3 and 1:7).

Staging Area: Temporary location of available resources. A staging area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Watch: The normal operational level of the EOC which includes monitoring daily emergencies countywide for potential situations, maintaining general awareness, and routine readiness actions.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives; the setting of priorities; the establishment of budgets and other fiscal decisions; policy development; and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

T

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a task force must have common communications and a designated leader.

Technical Assistance: Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; and is a violation of the criminal laws of the United States; or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population; or influence a government; or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Type: A classification of resources in the ICS that refers to capability. Type One is generally considered to be more capable than Types Two, Three, or Four, respectively, because of size, power, capacity, or, in the case of incident management teams, experience and qualifications.

U

Unified Command (UC): An application of ICS, used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC to establish a common set of objectives and strategies and a single incident action plan.

Urban Area Security Initiative: A federal program, which is part of the Homeland Security Grant Program, which seeks to enhance regional preparedness in major metropolitan areas through supporting regional collaboration for prevention, protection, response, and recovery.

V

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed.

Vulnerability: A physical feature or operational attribute that renders an entity open to exploitation or susceptible to a given hazard.

W

Warning: The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

Warning Notification: Indicates an imminent and/or actual threat to the safety of life and/or property. The lead time is normally six to 12 hours. Advisories will be issued every three hours or as the situation dictates. This shall be issued in conjunction with the Integrated Flood Observing and Warning System for river flooding.

Watch: Notification indicates a potential threat to the safety of life and/or property. Lead time is usually 12 to 14 hours. Advisories will be issued every six hours or as the situation dictates.

XI. Attachments

A. Appendices

BPA-1	Hazard Assessment
BPA-2	Mutual Aid Agreements
BPA-3	City of Newark Emergency Proclamations
BPA-4	Emergency Support Functions
BPA-5	NIMS/ICS EOC Organization
BPA-6	Resolutions, Letters of Appointment
BPA-7	Plan Development and Maintenance Recommendations

All of the above-mentioned documents are held on file at:

City of Newark, Department of Public Safety
Office of Emergency Management and Homeland Security Division
480 Clinton Avenue 3rd Fl.
Newark, New Jersey 07108

B. Emergency Support Functions

ESF #1	Transportation
ESF #2	Communications
ESF #3	Public Works and Engineering
ESF #4	Firefighting
ESF #5	Emergency Management
ESF #6	Mass Care
ESF #7	Resource Support
ESF #8	Public Health and Medical Services
ESF #9	Urban Search and Rescue
ESF #10	Hazardous Materials
ESF #11	Agriculture and Natural Resources
ESF #12	Energy
ESF #13	Public Safety and Security
ESF #14	Long-Term Community Recovery
ESF #15	External Communications

C. Hazard-Specific Incident Annexes

Radiological Defense
Terrorism
Weapons of Mass Destruction

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